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OCA FILE SSCI
REPT # _____OCA 86-3123
17 September 1986

MEMORANDUM FOR THE RECORD

SUBJECT: SSCI Personnel Review Team Meeting with [REDACTED]
[REDACTED]25X1
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1. On 16 September 1986 [REDACTED] Executive Assistant to the Director, briefed Merrill Kelly and Natalie Bocock of the SSCI personnel review team on personnel practices in the Directorate of Operations. Kelly asked a question about whether the Agency can project its needs for [REDACTED]. She responded that our plans are based on the substantive requirements which change over time and on the personal qualifications for case officers which have remained the same. She stressed that the DO still looks for an individual who has intellectual curiosity, foreign language aptitude and is a risk taker. In more recent years consideration has been given to the needs of tandem couples and to the use of women case officers. She mentioned that at a recent conference senior operations officers revalidated the traditional profile of the case officer and also the validity of the CT approach to train them.

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2. [REDACTED] and Kelly discussed the merits of specialists and generalists, recognizing that both are needed in the mix of talent that the DO will use in the future. She pointed out that the DO looks for people who are interested in a second career, former military and those who have special skills in addition to the entry level CTs. She commented that we have enough candidates because we offer a unique occupation, but we must seek quality. We lose some people because they can't wait for the processing and others for security reasons, but we see no reason to change or lower our standards.

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3. In light of the [REDACTED] said that we are making a greater effort to deal with personnel who have lifestyle or other problems. We are also screening applicants more carefully to weed out potential problems.

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4. Bocock asked whether the DCI saw any major problems in the DI [] replied that the Director is pleased with the way it is "chugging along." He does have concern about the lack of depth of experience. Next they discussed the value we see in rotational assignments in the DI both within the Directorate and outside it in the policy community.

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